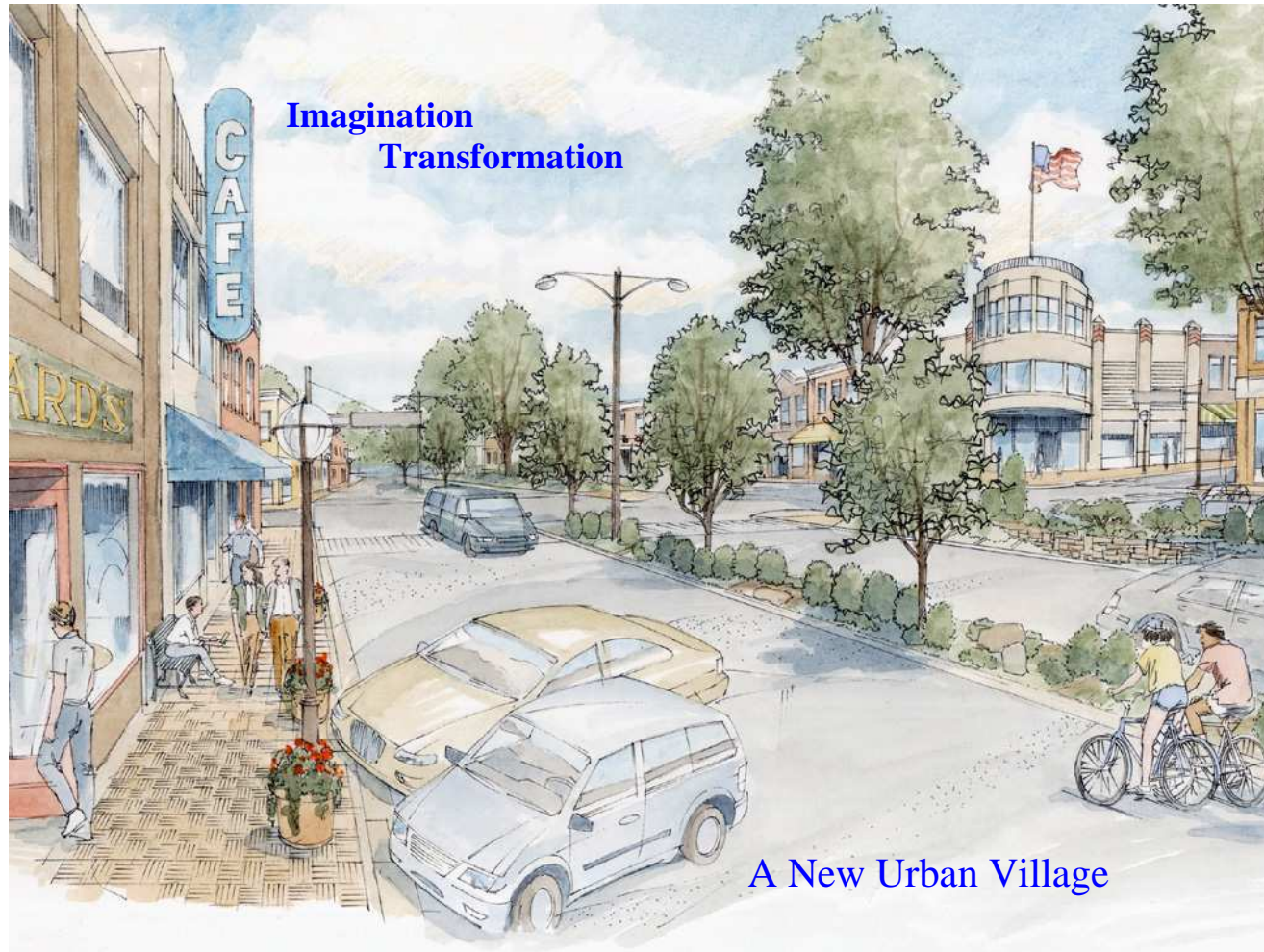


# Miami Township - SR 28 Redevelopment/Transformation Plan Clermont County, Ohio

## Executive Summary



Prepared by KZF Design  
May 2002

## Imagination

A one mile stretch of State Route 28 once served as a busy commercial center. It developed during the 1960's and 70's with typical suburban strip centers, out parcels with stand alone commercial functions, big box retailers, fast food restaurants, wide open surface parking lots and dozens of curb cuts along a three lane highway. Business was good for awhile, so good in fact that the congestion created by the automobile turning into and out of the dozens of businesses gave rise to the creation



Vacant I-275 Cinema

of a limited access four-lane bypass around the mile long commercial center. The net effect of the bypass on business was what has come to be expected. In addition to avoiding the congested state route, drivers also avoided the businesses located there. At the east end of the bypass, where open land was available, new businesses entered the scene. A major shopping complex developed with Meijer, Kroger, Home Depot and a variety of smaller retail, service and restaurant uses. Some businesses that were located in the old business district relocated to this new vibrant retail area.

What was left behind is a jumble of vacant or under-utilized structures, an unfriendly pedestrian environment, a vast sea of surface parking lots dozens of curb cuts, and a mix of smaller retailers, fast food restaurants and automotive service garages.

## The Challenge

As early as 2000 the challenges to the SR 28 business corridor were evident. First the closing of the Thriftway grocery store, then the closing of the I-275 East Cinema and then the closing of the Furrow's Hardware and Lumber Store. A once vibrant business corridor was quickly deteriorating into an area of vacant store fronts.



Vacant Thriftway & tenant spaces

The Challenge to Miami Township was how to bring back a once vibrant business district knowing that new businesses entering the Township want to bypass the area and locate among the newer retailers. Given the rapid changes in the retail market

place, the challenge was not only how to bring the business district back to life, but also what form should it take?

Miami Township officials, businesses and residents, who have some of the highest disposal income in the region, wanted more and saw the decline of the old commercial area as an opportunity to create something new and exciting....A REAL VILLAGE CENTER.

## **Study Mission**

Early in 2001 Miami Township hired KZF Design, Inc. to prepare a redevelopment plan for that part of the SR 28 Business corridor that was bypassed. The consulting firm was given a mission that is provided below:

Miami Township officials have set forth a planning process that focuses on the original business district along SR 28 between I-275 and the east end of the by-pass. The mission for this undertaking is to address the following priorities:

- Create a plan that promotes and directs orderly growth
- Capitalize on redevelopment opportunities
- Diversify the tax base in the study area
- Maximize input through public participation from both residents and businesses.

The final plan provides land use planning goals, direction for future growth, identifies available tools to accomplish the township's goals, and identifies implementation options.

## **Early Planning Process and Citizen Participation**

As stated in the study mission statement, the planning process involved extensive public participation. A study team, consisting of residents, property owners and business owners, was organized to guide the planning process. A survey was mailed to all Miami Township residents asking for their input into the planning process. A separate survey was mailed to all businesses within the study area to obtain their perspective on the existing business district and suggestions for improvement. There were also focus group meetings with key property owners and interviews with key stakeholders. Exercises with the study team included a Community Vision Exercise, a photo inventory and a visual preference survey.

As a result of the public input, a vision statement and goals and objectives were developed that would guide the rest of the planning process. The Vision Statement and the Goals and Objectives are provided on the following page.

## **Vision, Goals & Objectives**

### **Vision**

The new Miami Township Town Center will serve as a focal point and establish a community identity for Miami Township through the development of a mixed-use, pedestrian friendly, well-designed center of public, commercial and residential activity. The new town center will reflect the values of the community through architectural design, tenant mix, and focus on walkability, green space, and public spaces.

### **Goals & Objectives**

#### **Goal:**

To create a pedestrian oriented environment within the Town Center.

#### **Objectives:**

- Convince ODOT to reassign SR 28 to the new by-pass and designate the existing SR 28 in the Town Center as a local street.
- Develop gateway features at both intersections with the by-pass and at other key points along SR 28.
- Enhance the visual appeal of the corridor by softening the impact of parking lots, large signs and vehicular traffic.
- Provide clear, safe and attractive separation of pedestrians and vehicles within the corridor.
- Develop a traffic-calming plan to reduce the speed of vehicular traffic through the corridor.
- Develop frequent and highly visible pedestrian crossings at all intersections and at other key locations.
- Design new streets for speeds of 15-25 mph, with narrow road profiles, on-street parking and stop signs at local intersections.
- Use alleys, rear garages and rear parking lots for residential and business developments within the town center.
- Use the transect model to determine setbacks for various uses in various parts of the Town Center.

#### **Goal:**

To create a vibrant mixed-use town center.

#### **Objectives:**

- Create a compact Town Center Core with a “downtown” feel.
- Create public spaces such as squares, plazas, playgrounds and pocket parks that are compact and “walled” by business and/or residential uses.

- Create opportunities for upper floor residential and/or office spaces above commercial uses in the core of the Town Center.
- Create opportunities for live/work developments near the core.
- Use on street and rear parking facilities to maintain the pedestrian focus and proximity to various uses.
- Develop a contract U.S. Post Office to serve the core and new walkable residential districts
- Create opportunities for unique, destination, and neighborhood retail activities.
- Create opportunities for office development in the core area.
- Create an opportunity for a multi-modal transit center fully integrated into the town center.
- Create an age-in-place environment with opportunities for various types of residential development for a variety of income levels and lifestyles.

**Goal:**

To create a visually appealing Town Center.

**Objectives:**

- Develop conceptual design guidelines for architecture, landscape, signs, parking facilities, and other elements of the built environment.
- Develop a framework for zoning categories based on the transect model to allow for compact development, appropriate setbacks, building heights and building envelopes.
- Develop recommendations to maintain all public amenities created by the master plan.
- Develop concepts to lessen the negative visual impact of overhead utility wires and poles.
- Prepare recommendations for appropriate streetscape amenities for each area of the Town Center.

## Transformation

Once the community weighed in on its vision and goals for the area, KZF's planners and urban designers began developing a concept to transform the out-of-date commercial center into a thriving district for living, working, shopping and playing. Armed with a comprehensive assessment of the existing conditions in the area, including a real estate market study, a plan was developed which would build on the community assets.

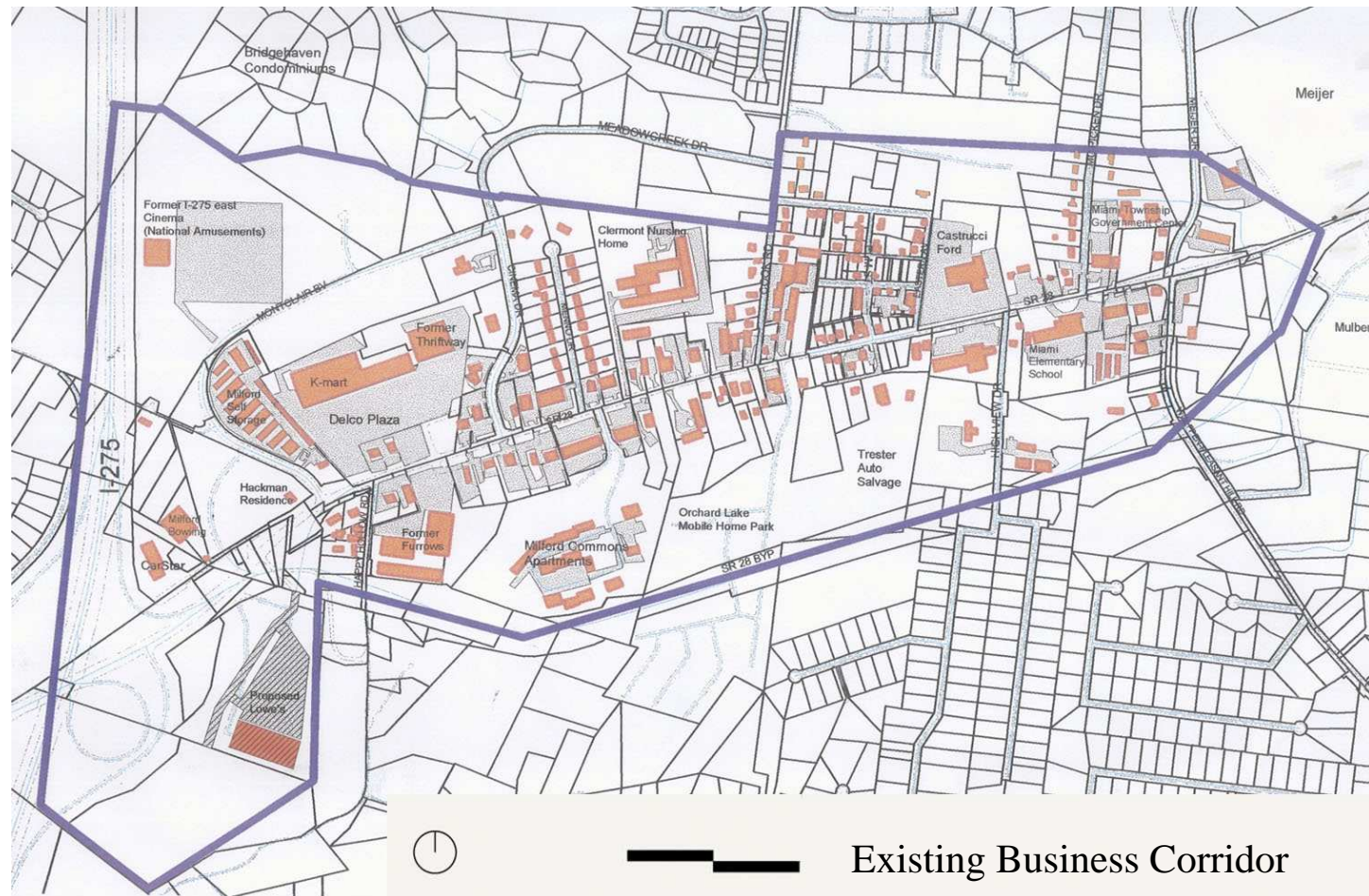
### Assets

- Location in the geographic center of the Township
- Popular arterial roads serve the area from all directions
- Higher than average income among Township residents
- Market conditions ripe for new uses commonly found in an urban village
- A high percentage of vacant or under-utilized property
- Adjoining neighborhoods
- Location of Township government facilities
- Strong public support for transformation
- A new Bypass built to state standards

The end result is a plan that transforms the existing commercial business district into a new urban village.



# The Transformation









**Master Plan - A New Urban Village**

## The Districts

The Transformation plan identifies three main districts - the Town Center, the Boulevard and the Civic Center. There are also three traditional residential neighborhoods as part of the plan. Together these districts and neighborhoods will form a new urban village to serve the heart of Miami Township.

### Town Center

The town center will straddle SR 28 at the west end of the study area. This district will serve as “downtown Miami Township” and will include a mix of retail, dining, office, housing and public spaces. The town center is designed to be pedestrian friendly, yet still accommodate the automobile.





## The Boulevard

The Boulevard links the Town center with the civic center, yet serves as a distinct district with its own character as well. The plan provides for a transformation of the existing three lane highway into a four lane boulevard with extensive landscaped medians and sidewalks along both sides. A mixture of retail and office uses will line the boulevard that can be accessed by both the pedestrian and the automobile. Behind the businesses on the south side of the boulevard, residential uses are proposed that will look over a proposed linear park that will be designed along an existing ravine. This linear park will also serve as the stormwater retention area for the redeveloped area.



## Civic Center

The Civic Center is located at the west end of the study area. This district takes advantage of existing government and public uses and builds upon these assets. This area currently contains the Township administration, police, fire and service functions. The area also contains an elementary school that is proposed to be closed leaving the building available for adaptive reuse.



Within the civic center, the plan proposes to build on the existing civic uses with a mixture a service retail, office and recreational uses.





## **The South Neighborhood – The Ravine**

The south neighborhood is one of three traditional residential neighborhoods proposed in the plan. This neighborhood is located on the south side of SR 28, between the Boulevard District and the 28 Bypass. This neighborhood as well as the other two is characterized by tree lined streets with sidewalks, with houses located close to the street, large front porches and garages behind the house served by an alley. The south neighborhood will have direct access to the proposed linear park.





## **The Northwest Residential Neighborhood**

The northwest residential neighborhood begins at Montclair Blvd at the north end of the Town Center District. This neighborhood will be characterized by townhomes and small apartments along the south side of Montclair Blvd and detached single-family homes north of Montclair Blvd. A landscaped median will be added to Montclair Blvd. A large green open space, for passive recreation, will be provided between I-275 and the neighborhood. As in the southern neighborhood, there will be homes with large front porches, garages to the rear, and tree lined streets with sidewalks.



# Market Study Summary

In conjunction with the SR 28 Redevelopment Study, Miami Township contracted with The Gem Real Estate Group, Inc. and LRS Consultants to conduct a Real Estate Market Study for the same area. The findings of this market study played a significant role in formulating the redevelopment plan with the following considerations:

1. The relevant “life” of the market analysis is significantly shorter than the redevelopment plan; Estimated 1-2 years for the Market Study as opposed to 10-20 years for full implementation of the redevelopment plan.
2. The market analysis does not account for the impact of the implementation of some or all elements of the redevelopment plan. Implementation of one or more components of the plan would be expected to significantly stimulate the market, especially over time.
3. Unforeseen circumstances, global, national, state, or local, can have a significant impact on the market.

## Summary of Relevant Facts

Listed below are key findings from the market analysis which are relevant to the SR 28 Redevelopment Plan. The findings have been categorized according to specific topics of study.

### Definitions

Study Area – The State Route 28 Business District located in Miami Township, Ohio

Primary Market Area (PMA) – The source and location that will generate the majority (typically 80%) of demand for a particular product or service. For this analysis the PMA is estimated to be a 1½ mile radius.

Secondary Market Area (SMA) – The source and location that will generate the remaining (typically 20%) of demand for a particular product or service. For this analysis the SMA is estimated to be the area between a 1½ mile and 4 mile radii.

Total Market Area (TMA) – The source and location that will generate all the demand for a particular product or service. For this analysis the TMA is estimated to be a 4 mile radius.

### Demographics

Miami Township’s population grew by 32% between 1990 and 2001 to approximately 37,000. It is estimated to increase 2.8% over the five-year period from 2001 to 2006. The reason for the lower rate of increase projection is the lack of available housing sites within the Township.

Income and wealth statistics for Miami Township indicate that its residents are generally affluent and have relatively high disposable incomes and wealth as compared to Clermont County and the surrounding study areas.

**Industrial Uses**

The study concluded that industrial uses within the study area would be an inappropriate land use and redevelopment strategy.

**Office Uses**

The study concludes that “growth in the overall supply (of office space) currently outpaces the growth in demand which could indicate market saturation or possibly even overbuilding.”

**Residential Uses**

The study addressed only the apartment market with the observation that the Cincinnati apartment market is stabilizing and that vacancy rates are a factor of both location and the proximity to amenities.

**Retail Uses**

The studies evaluation of the retail market points out that the study area has higher than average vacancy rates and lower than average rents. Local traffic counts and site location are cited as key factors that drive these rates.

## Current Conditions

<b>Miami Township, S.R. 28 Business District</b>		
<b><u>Real Estate Inventory Summary</u></b>	<b><u>#</u></b>	<b><u>%</u></b>
1) Number of Properties	100	100%
- Number of Sites with Buildings	82	82.0%
- Number of Sites with out Buildings	18	18.0%
	1.1	
2) Average Building Height (Floors)		
3) Total Building Square Footage	797,510	100%
- Total First Floor Square Footage	724,326	90.8%
- Total Upper Level Square Footage	73,184	9.2%
- Total Occupied Square Footage	669,960	84.0%
- Total Vacant Square Footage	127,550	16.0%
4) Total First Floor Square Footage	724,326	100%
- Total Occupied First Floor Square Footage	596,776	82.4%
- Total Vacant First Floor Square Footage	127,550	17.6%
5) Total Upper Level Square Footage	73,184	100%
- Total Occupied Upper Level Square Footage	73,184	100%
- Total Vacant Upper Level Square Footage	-	-%
6) Number of Occupied Buildings (i.e. >0% occupancy)	78	95.1%
- Square Footage of Occupied Buildings	695,960	87.3%
7) Number of Vacant Buildings (i.e. 100% vacant)	4	4.9%
- Square Footage of Vacant Buildings	101,550	12.7%

## PMA Net Unmet Demand and Additional Supportable Square Footage Summary

<u>Consumer Category Type</u>	<u>Adj. Net Unmet Demand</u>	<u>PMA Maximum Potential S.F.</u>	<u>PMA Minimum S.F. Benchmark</u>
Apparel Products	\$23,468,617	47,491	12,385
Automotive Products & Services	-	-	-
Entertainment Products & Services	14,580,815	53,837	24,733
Food at Home (excluding Alcohol)	13,122,875	28,191	8,708
Food Away from Home. (Incl. Alcohol)	13,372,175	42,367	7,059
Household Products & Services	6,515,906	18,277	8,646
Other Misc. Products & Services	<u>4,055,107</u>	<u>8,323</u>	<u>2,155</u>
Total	<u>\$75,115,495</u>	<u>198,486</u>	<u>63,686</u>



### SMA and TMA Unmet Demand Square Footage Summary

<u>Consumer Category Type</u>	<u>SMA Adj. Net Unmet Demand</u>	<u>SMA Maximum Potential S. F.</u>	<u>TMA Adj. Net Unmet Demand</u>	<u>TMA Maximum Potential S.F.</u>
Apparel Products	\$81,437,538	11,873	\$104,906,155	59,364
Automotive Products & Services	-	-	-	-
Entertainment Products & Services	42,713,442	13,459	57,294,257	67,296
Food at Home (excluding Alcohol)	46,620,535	7,048	59,743,410	35,239
Food Away from Home. Incl. Alcohol	68,452,415	10,592	81,824,590	52,959
Household Products & Services	22,069,634	4,569	28,585,540	22,846
Other Misc. Products & Services	<u>14,724,160</u>	<u>2,081</u>	<u>18,779,267</u>	<u>10,404</u>
Total	<u>\$276,017,724</u>	<u>49,622</u>	<u>\$351,133,219</u>	<u>248,108</u>

## Potential Unmet Demand Square Footage Summary

<b>Consumer Category Type</b>	<b><u>PMA</u> <u>Maximum</u> <u>Potential S.F.</u></b>	<b><u>SMA</u> <u>Maximum</u> <u>Potential</u> <u>S.F.</u></b>	<b><u>TMA</u> <u>Maximum</u> <u>Potential</u> <u>S.F.</u></b>	<b><u>TMA</u> <u>Min. S.F.</u> <u>Benchmark</u></b>	<b><u>TMA</u> <u>S.F.</u> <u>Mult.</u></b>
<b><u>Apparel Products:</u></b>					
• Women's Apparel	14,178	3,544	17,722	2,130	8.3
• Children's Wear	8,824	2,206	11,030	1,508	7.3
• Men's Apparel	6,243	1,561	7,804	3,200	2.4
• Footwear	9,826	2,456	12,282	2,700	4.5
• Misc. Apparel & Accessories	4,331	1,083	5,414	1,620	3.3
• jewelry	<u>4,089</u>	<u>1,022</u>	<u>5,112</u>	<u>1,227</u>	<u>4.2</u>
Total:	<u>47,491</u>	<u>11,873</u>	<u>59,364</u>	<u>12,385</u>	<u>4.8</u>
<b><u>Entertainment Products &amp; Services:</u></b>					
• TV and Audio Equipment	10,538	2,634	13,172	2,800	4.7
• Prerecorded Music – CDs, Tapes, Etc.	1,960	490	2,450	1,820	1.3
• Books	11,303	2,826	14,129	2,400	5.9
• Club Memberships/Dues/Fees	11,504	2,876	14,379	11,123	1.3
• General Sports Equipment	4,157	1,039	5,196	3,143	1.7
• Toys, Games & Hobbies	13,217	3,304	16,522	2,400	6.9
• Film Processing	<u>1,158</u>	<u>289</u>	<u>1,447</u>	<u>1,047</u>	<u>1.4</u>
Total:	<u>53,837</u>	<u>13,459</u>	<u>67,296</u>	<u>24,733</u>	<u>2.7</u>
<b><u>Food at Home (Excl. Alcohol):</u></b>					
• Bakery Products	5,508	1,377	6,885	1,606	4.3
• Meats	8,056	2,014	10,071	2,460	4.1
• Dairy Products	5,546	1,387	6,933	1,800	3.6
• Fruits/Vegetables	5,868	1,467	7,334	1,800	4.1
• Sugar, Nuts & other Sweets	<u>3,212</u>	<u>803</u>	<u>4,015</u>	<u>1,042</u>	<u>3.6</u>
Total:	<u>28,191</u>	<u>7,048</u>	<u>35,238</u>	<u>8,708</u>	<u>4.0</u>
<b><u>Food Away from Home. (Incl. Alcohol):</u></b>					
• Food Away from Home	15,225	3,806	19,031	2,142	8.9
• Alcoholic Beverages at Home	7,518	1,879	9,397	2,362	4.0
• Alcoholic Beverages Away from Home	<u>19,625</u>	<u>4,906</u>	<u>24,531</u>	<u>2,555</u>	<u>9.6</u>
Total:	<u>42,367</u>	<u>10,592</u>	<u>52,959</u>	<u>7,059</u>	<u>7.5</u>
<b><u>Household Products &amp; Services:</u></b>					
• Furniture	11,167	2,792	13,959	5,400	2.6
• Major Appliances	3,713	928	4,641	2,046	2.3
• Fresh Flowers/Potted Plants	<u>3,397</u>	<u>849</u>	<u>4,246</u>	<u>1,200</u>	<u>3.5</u>
Total:	<u>18,277</u>	<u>4,569</u>	<u>22,847</u>	<u>8,646</u>	<u>2.6</u>
<b><u>Other Misc. Products &amp; Services:</u></b>					
• Smoking Supplies & Accessories	6,679	1,670	8,349	1,440	5.8
• Male Personal Care (Hair)	<u>1,644</u>	<u>411</u>	<u>2,055</u>	<u>715</u>	<u>2.9</u>
Total:	<u>8,323</u>	<u>2,081</u>	<u>10,404</u>	<u>2,155</u>	<u>4.8</u>
<b>Total Square Footage</b>	<b><u>198,486</u></b>	<b><u>49,621</u></b>	<b><u>248,107</u></b>	<b><u>63,686</u></b>	<b><u>3.9</u></b>

## **Conclusions**

- ❑ New upscale apartments or condominiums could be successful if price points and location in the district are appropriate.
- ❑ There is a strong indication of market need for new retail space in the district of between 64,000 and 250,000 SF.
- ❑ While automotive products and services appear to be meeting the market demand in the area, additional apparel products, entertainment, household goods, and food products (both at home and away from home) are needed in the study area, especially boutiques and specialty stores that cater to the upscale market in this area.
- ❑ A unified theme or image is required to attract new investment.
- ❑ A substantial change in the appearance, image and mechanics must occur and be supported by customers and businesses. Specific changes mentioned were: creation of a recreation/town center, improved traffic flow, streetscaping, adding a sit-down restaurant, upscale boutiques, and additional office space.